

Consolidation Results in Effective NASA Support



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As Machiavelli¹ once said, “There is nothing more difficult ... than to take the lead in the introduction of a new order of things.” However, this is what Defense Contract Management Agency (DCMA) San Antonio has done with success. DCMA San Antonio has been among the leaders in introducing new ways of doing business, most recently with the establishment of a commodity-focused product group.

Last year Air Force Maj. Gen. Darryl A. Scott, DCMA director, established an integrated product team (IPT) to evaluate the commodity-based product line concept, placing emphasis on achieving more effective customer focus and support. This concept is product-oriented versus process-oriented and utilizes the skill sets of personnel currently in place. As a result of this IPT, NASA Product Operations was born and officially stood up in May 2005

**Modeled after
the Southeast
Aircraft Operations
and Propulsion
organizations, NASA
Product Operations
is District West’s
first pilot of the
commodity group
concept.**

under the direction of Air Force Col. Jeffrey Brand, DCMA San Antonio commander.

The objective of this concept is to centralize as many CMO management functions that work on NASA issues as possible. Five geographically dispersed CMOs that provide NASA support across two Districts were aligned under DCMA NASA Product Operations: DCMA Boeing Canoga Park, DCMA ATK Thiokol, DCMA Johnson Space Center, DCMA Marshall/Stennis Support Center

and DCMA Kennedy Space Center. Portions of DCMA San Antonio were also absorbed to provide command and support for roughly 400 personnel, comprising approximately 75 percent of the total NASA forced test ends within DCMA.

Though the new organization is named NASA Product Operations, the actual commodity is

(Top Left) Viewing a combustion module, a NASA engineer explains the laminar soot process to shuttle crew members. (Photo courtesy of NASA)

(Middle) Space Shuttle Discovery on the launch pad at Kennedy Space Center, Fla., awaiting its Return to Flight mission. (Photo courtesy of NASA)

(Right) A rocket being tested in a NASA lab. (Photo courtesy of NASA)

¹ Mr. Niccolo di Bernardo dei Machiavelli, born in Italy in 1469, is considered the father of modern political theory. During his life he produced a great number of letters, treatises and historical writings, the most well known being *The Prince* (1532).

Source: Niccolo Machiavelli, 1469-1527, 2004, The History Guide: Lectures on Modern European Intellectual History, 25 May 2005, <<http://www.history-guide.org/intellect/machiavelli.html>>.

rocket science. This is important because NASA is not the only customer of the group. When DCMA leaders formed the core commodity group, they wanted organizations that could be cleanly severed from their parent CMOs. If there was also Department of Defense work at a particular facility, then the group would support it along with the NASA workload. The expertise at the plant and within the commodity group provides the synergistic effect and maintains one of DCMA's strengths, which is having only one DCMA presence in a contractor's facility. Consequently, DCMA is able to better focus on a set of commodities while developing skills in the product areas most important to meeting its customers' objectives.

In addition, the customers view DCMA as a single organization, not one scattered among numerous CMOs, and DCMA is better able to understand the customers' products and provide superior quality and technical oversight.

DCMA San Antonio has been among the leaders in introducing new ways of doing business.

"Change has a considerable psychological impact on the human mind. To the fearful it is threatening because it means that things may get worse. To the hopeful it is encouraging because things may get better. To the confident it is inspiring because the challenge exists to make things better," said Mr. King Whitney Jr.² By providing better support through the realignment, things will be better for DCMA's customers.

² Mr. King Whitney Jr., president of Personnel Laboratory, Inc., made this statement at a company sales meeting, and it was first quoted by *Wall Street Journal* on June 7, 1967.

Source: James B. Simpson, *Simpson's Contemporary Quotations*, 1988, Bartleby.com, 25 May 2005, <<http://www.bartleby.com/63/49/2249.html>>.

DCMA Commanders Meet in Norfolk

by Mr. Art Forster, Director, Congressional and Public Affairs, DCMA Headquarters

Realignment and enterprise thinking were the themes for the Defense Contract Management Agency (DCMA) Commanders' Conference in Norfolk, Va., May 2-6. Approximately 200 contract management office (CMO) commanders and staff representatives from DCMA Headquarters and Districts were in attendance.



a compliance-based organization to one that will soon define its success by meeting the needs of its customers. He explained how DCMA is changing the reporting chain for its CMOs to provide better customer support, specifically the services' program executive officers. He described how the CMOs are being realigned under new divisions that will



In his opening remarks, Air Force Maj. Gen. Darryl A. Scott, DCMA director, shared his vision for transforming the Agency from

(Above) Conference participants Ms. Lisa Clark and Col. Peggy Carson discuss Task Force Organization successful practices (DCMA staff photo)
(Left) Conference participants, from left: Mr. Burl Bruce, Ms. Juanita Wheeler, Mr. John Brockman and Mr. Steve Swenson at the Centralized Development Program Successful Practices table. (DCMA staff photo)